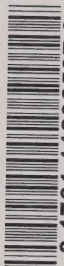



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North Pickering Community
Development Project - Dis-
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North Pickering Community Development Project



PUBLIC DISCUSSION PAPER NO.2: ESTABLISHING GOALS AND OBJECTIVES

North Pickering Community Development Team
Ministry of Housing
Province of Ontario

plantown consultants limited

December 1973

ADDITIONAL INFORMATION ON THIS
OR OTHER PUBLICATIONS CAN BE
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NO. 1: INITIAL ASSUMPTIONS AND ISSUES

SEPTEMBER 1973

ESTABLISHING AND APPLYING GOALS AND OBJECTIVES

Introduction

This is the second in a series of discussion papers which are designed to provide an opportunity for interested persons to take part in the planning of the North Pickering Community Development Project.

They summarize various aspects of the work being done by the Project Team, present findings to date, and outline preliminary proposals and issues which need to be resolved. The purpose is to generate assistance and comment which will help shape the direction and nature of the planning so that it reflects the views and concerns of people with an interest in the New Community.

This Paper outlines the approach to establishing goals and objectives, their importance and application in the overall process of planning and how interested persons can contribute their judgments.

What Characteristics Should the New Community Possess?

ACCESSIBILITY	FINANCIAL VIABILITY
ATTRACTIVENESS	FLEXIBILITY
BALANCE	REGIONAL COMPATIBILITY
CONVENIENCE	SAFETY
DIVERSITY	SECURITY
ECONOMY	STABILITY
EFFICIENCY	TECHNICAL EXCELLENCE
FAVOURABLE ENVIRONMENTAL EFFECTS	UNIQUENESS

These 16 characteristics have been identified as possible goals for the New Community on the basis of interim studies and analyses undertaken by the Project Team to establish the social, economic, and physical factors relevant to preparing the Plan for Development of the New Community at North Pickering.

Matching Goals and Objectives

Goals are broad, general statements of what most people would agree are desirable end results. Some measure of achievement is needed, however, and this is the role of objectives, which are more specific and usually capable of measurement. A number of objectives may be established in relation to each general goal: for example -

Possible Goal

Possible Objectives

DIVERSITY

- to provide for variety in housing types, sizes, costs and tenure;
- to maximize the opportunity for persons of all ages, incomes, religions, or other characteristics to live in the New Community;
- to ensure variation in opportunities for work and leisure time activities.

The questionnaire at the end of this Discussion Paper enables you to express your judgements as to general goals and the objectives which should be used as a yardstick. You are asked to indicate what you think the relative importance of the goals should be, whether some should be deleted, new ones added, potential areas of conflict. Some possible objectives are included with each goal, with space for your suggestions and comments.

To assist in completing the questionnaire, the following sections of the Discussion Paper outline the workings of the planning process and public participation, the formulation and application of goals and objectives, and how they evolve into a final concept.

The Role of Goals and Objectives

The Plan for Development of the New Community will provide the broad framework within which more detailed social, economic, physical and financial planning can be undertaken as a prelude to the start of construction. The first phase is establishing the basis of the Plan and one of its most important components is determining goals and objectives for the New Community. Once decided upon, they will be constantly recurring themes in all subsequent planning.

Different Approaches

Goals and objectives for planning can be determined in various ways: by the planners themselves, by government or planning agencies, or by a public participation process which involves the persons most likely to be affected to take part in the selection.

Goals and objectives for the new North Pickering Community will be evolved through a continuing discussion and review process carried on by the Project Team and interested individuals and groups.

Applying Goals and Objectives

Three primary purposes are served by establishing goals and objectives at the beginning:

- * to provide indicators for the evaluation of alternative plans;
- * to provide indicators for monitoring the success of an implementation program in relation to the expectations of the plan being followed;
- * to assist in determining the most appropriate way of conducting the planning process during both formulation and implementation of the plan.

Several broad preliminary concepts will be prepared for the North Pickering Community. Goals and objectives will form an important part of their evaluation, which in time will lead to the selection of a limited number for further study. For the North Pickering Project, the goals and objectives will help shape the planning and implementation processes by indicating priorities.

As reviewed and revised throughout the Project, they will provide a basis for developing measurement indicators. These will be used to determine the degree to which a goal or objective is being reached.

During construction of the New Community, goals and objectives, along with related measurement indicators, will be used to determine whether actual events are achieving the results envisaged in the Plan.

The Process

Public involvement in the evolution of goals and objectives is a basic consideration of the North Pickering Community Development Project. The process itself will be repetitive and responsive. Figure 1 illustrates its cyclical nature. It will be repeated several times during both the formulation of the Plan for Development and during implementation.

This Discussion Paper completes Step 3 as shown in Figure 1. Responses will result in additions, deletions, and modifications to the list of possible characteristics. Goals and objectives will be set out in order of the priorities attached to them by different individuals and groups (rank order). The review will identify potential areas of conflict. Attempts to achieve FLEXIBILITY, for example, may collide with objectives associated with the goal of STABILITY.

Preliminary concepts will be prepared embodying various combinations of goals suggested for the Community. The consequences of attaching varying degrees of importance to characteristics will demonstrate the compromises or trade-offs which may be necessary to reconcile diverging points of view.

Finally, statements of goals and objectives for all subsequent work will be prepared. Measurement indicators and targets will be established for each.

Again, using the goal of DIVERSITY, this might be translated into an objective of achieving a housing stock with variations in cost ranges as these relate to forecasts of need. The measurement indicator would be the actual numbers of dwelling units at the different cost levels. The target in this case might be expressed as specific percentages of the total housing stock to be available in stated cost ranges at given points in time.

All steps from 4 to 10 in Figure 1 will be repeated several times during the participatory process in which the Plan for Development is assessed and reviewed by the Project Team and the public.

1. interim draft
goals & objectives

2. initiate studies

3. identify possible
characteristics for the
new community

10. establish
targets

4. review & modify

9. determine measurement
indicators

5. rank order

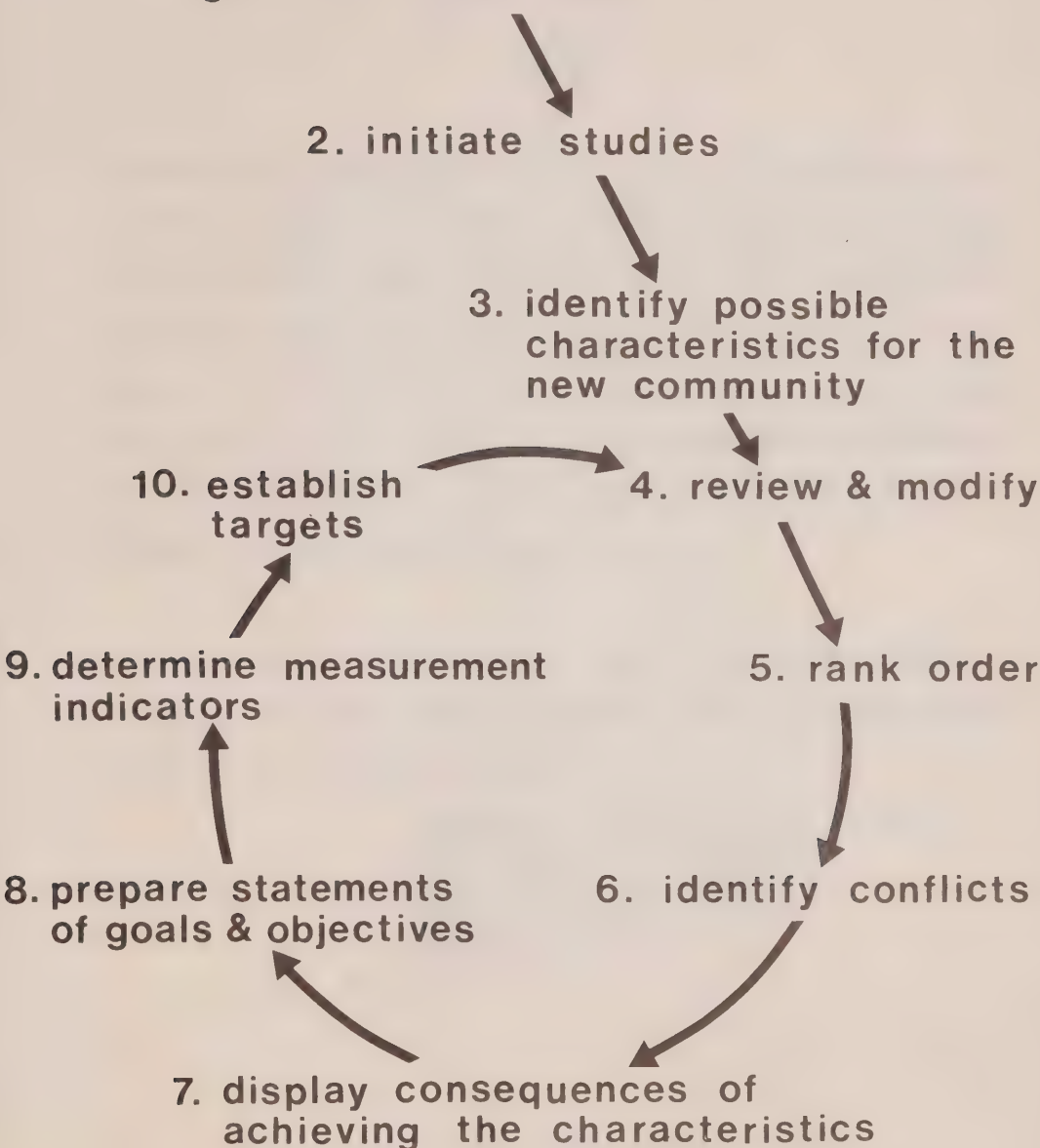
8. prepare statements
of goals & objectives

6. identify conflicts

7. display consequences of
achieving the characteristics

PROCESS FOR EVOLVING GOALS AND OBJECTIVES

FIGURE 1



NOTE

INTERESTED PERSONS ARE INVITED TO USE A RESPONSE FORM, A COPY OF WHICH IS ATTACHED, TO MAKE THEIR VIEWS KNOWN TO THE PROJECT TEAM REGARDING GOALS AND OBJECTIVES DISCUSSED IN THIS PAPER. PUBLIC DISCUSSION PAPER NO. 2 IS AVAILABLE TO THE PUBLIC, AND WE WOULD BE PLEASED TO SEND YOU YOUR OWN COPY IF YOU WISH TO EXPRESS YOUR OPINIONS TO US IN THIS WAY. HOWEVER, PLEASE LEAVE THE RESPONSE FORM ON THIS PAPER FOR OTHERS TO SEE.

IF YOU WOULD LIKE A COPY OF THIS OR ANY OTHER PUBLIC DISCUSSION PAPER, PLEASE CALL THE PUBLIC PARTICIPATION SECTION AT 965-3031 OR WRITE:

THE PUBLIC PARTICIPATION SECTION,
NORTH PICKERING COMMUNITY
DEVELOPMENT PROJECT,
950 YONGE ST., 6th FLOOR,
TORONTO, ONTARIO
M7A 1Y7

GOALS IN CONFLICT

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950 YONGE STREET, 6TH FLOOR,
TORONTO, ONTARIO
M7A 1Y7**



<input type="checkbox"/> ACCESSIBILITY	<ul style="list-style-type: none"> - to work, shopping, recreation - to other places in the region - to social development services - 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> ATTRACTIVENESS	<ul style="list-style-type: none"> - of housing, working, shopping and recreational environments - of transportation and communications networks - of social environment - 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> BALANCE	<ul style="list-style-type: none"> - between built-up and undeveloped areas - between labour force and jobs available - between car and public transit use - between housing supply and need - between housing costs and income levels - 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> CONVENIENCE	<ul style="list-style-type: none"> - for daily round of activities - for protective and maintenance services - for groups with special needs such as the elderly or handicapped - 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> DIVERSITY	<ul style="list-style-type: none"> - of population characteristics - of work and leisure time activities - of types, sizes, cost and tenure of housing - 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> ECONOMY	<ul style="list-style-type: none"> - of capital costs for public works - of operating costs for public services - of energy consumption - of housing ownership or rental - 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> EFFICIENCY	<ul style="list-style-type: none"> - in use of land - in transportation, services, and utilities - in providing public services responsively - 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> FAVOURABLE ENVIRONMENTAL EFFECTS	<ul style="list-style-type: none"> - to preserve water, soil, and air quality - to preserve historic buildings and sites - to conserve natural assets - 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

- | | | |
|---|---|--------------------------|
| <input type="checkbox"/> FINANCIAL VIABILITY | - of the development of the entire community | <input type="checkbox"/> |
| | - of public services and facilities | <input type="checkbox"/> |
| | - | <input type="checkbox"/> |
| <input type="checkbox"/> FLEXIBILITY | - to accommodate physical and social change | <input type="checkbox"/> |
| | - to accommodate technological change | <input type="checkbox"/> |
| | - to respond to changing attitudes, life styles and values | <input type="checkbox"/> |
| | - to meet changing housing needs | <input type="checkbox"/> |
| | - | <input type="checkbox"/> |
| <input type="checkbox"/> REGIONAL COMPATIBILITY | - of transportation, services, utilities and communication networks | <input type="checkbox"/> |
| | - of educational, recreational, and other social and human development services | <input type="checkbox"/> |
| | - of municipal government and administration | <input type="checkbox"/> |
| | - | <input type="checkbox"/> |
| <input type="checkbox"/> SAFETY | - from traffic hazards | <input type="checkbox"/> |
| | - from natural and man-made hazards | <input type="checkbox"/> |
| | - | <input type="checkbox"/> |
| <input type="checkbox"/> SECURITY | - from invasion of privacy | <input type="checkbox"/> |
| | - from crime | <input type="checkbox"/> |
| | - from man-made accidents | <input type="checkbox"/> |
| | - | <input type="checkbox"/> |
| <input type="checkbox"/> STABILITY | - of land use patterns | <input type="checkbox"/> |
| | - of policies and regulations | <input type="checkbox"/> |
| | - of population | <input type="checkbox"/> |
| | - of housing quality | <input type="checkbox"/> |
| | - | <input type="checkbox"/> |
| <input type="checkbox"/> TECHNICAL EXCELLENCE | - in the construction of housing | <input type="checkbox"/> |
| | - in transportation, services, utilities and communications networks | <input type="checkbox"/> |
| | - in planning, governmental and institutional mechanisms and services | <input type="checkbox"/> |
| | - | <input type="checkbox"/> |
| <input type="checkbox"/> UNIQUENESS | - of distinctive physical character | <input type="checkbox"/> |
| | - of a selective economic base | <input type="checkbox"/> |
| | - of role of the community in its regional setting | <input type="checkbox"/> |
| | - | <input type="checkbox"/> |

REMOVE HERE

WHAT DO YOU THINK?

Choosing which characteristics to feature in a New Community is a very challenging task. The planning team wants to find out how important certain issues are to persons like you.

1. Please look over the list of 16 broad goals and the several more specific objectives derived from each.
2. Do you think any of these goals or objectives should be removed? If so, cross them out.
3. Should some others be added? If so, insert them.
4. Now take each small cluster of specific objectives and place a "1" in the box beside the objective you feel is most important, a "2" beside the second most important and so on. Repeat for each cluster of objectives.
5. Next examine the broader goals and place a "1" beside the goal you feel is most important, a "2" beside the next and so forth until you have rated them all.
6. List any conflicts you see between these goals.

①
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DOWN HERE

REMEMBER

You will have another opportunity later to rate more specific features and forms of the New Community, but we do want some response from interested persons to these ideas NOW.

If you find the ranking process too demanding, don't give up! Write us your general comments, rate the goals simply as "High", "Medium", or "Low", or send the sheet back partly completed.

②
FOLD BOTTOM
UP HERE

PLEASE ALSO COMPLETE THE FOLLOWING:

I am interested/not interested in meeting with others to talk about these issues with planners.

Please maintain/add/delete my name on your mailing list.

NAME: TEL. NO.

ADDRESS

.....

OCCUPATION:

